



*ConOps reps oversee daily activities; ConOps focuses on training and procedures*

# Conduct of Operations

## CONOPS REPS, A CATALYST FOR EXCELLENCE

Take nine motivated employees with 155 years of operational experience and what do you have? A substantial corporate asset—the Conduct of Operations representatives.

The ConOps Reps Program was established with the goal of improving overall ConOps at Y-12. The group's members were recruited from a variety of organizations and are now working with line management in each of Y-12's nuclear facilities.

The ConOps reps oversee day-to-day activities, mentor new personnel and coach employees to define standards and practices that improve operational performance.

## TRAINING AND PROCEDURES TO IMPROVE CONOPS

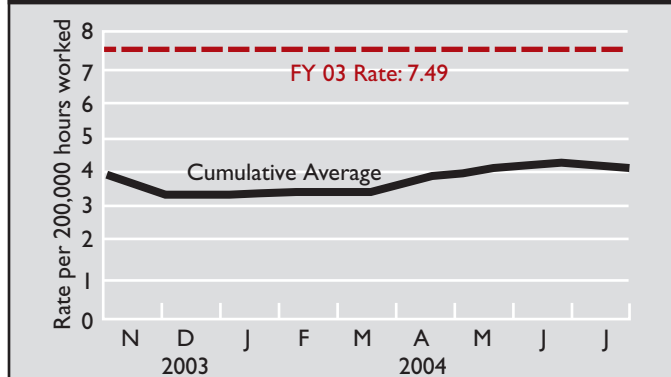
Training and procedures are key components for establishing effective ConOps.

Before developing a plan to enhance ConOps training, the team performed internal surveys and benchmarked other DOE sites and the nuclear power industry.

In analyzing the information gathered, the team developed a three-pronged

## Operational Performance Improves

53% Reduction from FY 03 to FY 04



approach: new-hire training, revision of existing training and development of a continuous training architecture. The first prong includes development of training on ConOps fundamentals for new employees.

The second builds on the first, infusing specific ConOps teaching points in relevant areas, such as the critique process and lockout/tagout. Finally, the third prong builds on the baseline of fundamental knowledge by adding, updating and increasing learning objectives to build expertise.

Technical procedures are a cornerstone of ConOps, so the team focused on correcting aspects of the procedure process and manual that were contributing to ConOps chal-

lenges—redefining procedures as crisp, technical instructions; improving functionality and ease of use; establishing consistency and reducing the complexity of technical procedure writing.

One impressive measure of success in this effort is the reduction of the former 200-page procedure manual to 45 pages.

The streamlined procedure process and manual went into effect on Oct. 15. This reduction in size, coupled with a fill-in-the-blank writers' guide, is facilitating ConOps improvement.

Y-12's operational performance is improving. The FY 2004 rate of 4.0 on the CONOPS Index is a 53% reduction from the FY 2003 rate of 7.49.

## FACES OF Y-12

Steve Laggis

Manager, Production Facilities

The next generation at Y-12 (engineers, craftspeople, program managers, etc.) will bring experience from other businesses. This experience will give its members, and us, a fresh view of what we do at Y-12. They will learn that Y-12 must remain available to perform its national defense mission—now or in a time of crisis.

